

# Impact of Relationship, Task & Role Conflict on Teaching Performance in Educational Institutes

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## Abstract

Conflict related to interpersonal issues, personal taste, values, and lack of clarity towards their work. This study & its results examined that; how teachers/Professors respond to above mentioned conflicts. Because Interpersonal conflict among the organizations is a latest research area that increasingly getting importance in today's competitive business environment. Questionnaires were used for the feedback purpose which elaborates about role conflict and employee's performance. 158 valid responses gathered in two weeks. Data was processed and analyzed via statistic software i.e. SPSS. The results revealed that relationship conflict, task conflict and role conflict has significant impact on employees performance. High correlations among relationship conflict, task conflict, and role conflict on teacher's performance were found from this study. And there exists inverse relationship between relationship & role conflict with employee's performance and positive with task conflict. Special techniques and strategies should be applied for

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minimizing the relationship and role conflicts amongst the employees in an organization in order to obtain maximum out of them.

**Keywords:** Relationship conflict, Task conflict, Role conflict, Employee performance

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## Introduction

It is the desire of every coaching institute to increase its profit and do some innovative work for the growth of its market share. That's why sometimes most of the educational institutes prefer mergers and acquisitions to increase the performance and as well as for the better image of the company. However it requires a continuous effort to achieve all desired targets. For this purpose many of the firms establish HR departments to increase their performances and innovation of their employees. Conflict is one of the key factors to affect Teacher's performance. In any organization conflict is the fact of life. Conflict is the great challenge for team effectiveness in every organization (Thomas, 1992; Wall and Callister, 1995; see also Cohen and Bailey, 1997). At various levels conflict affects team work both positively and negatively (De Dreu et al, 1999). Conflict affects the firm both in positive as well as negative ways (Tjosvold, 1997), it also increases the turnover (Spector and Jex, 1998). The negative impacts on effectiveness of team work are related to the relationship aspect of conflict. Before moving to the next step we must understand the definition of conflict.

Previous studies mostly discussed the negative aspect of conflict but now a day's studies prove that conflict is not always harmful. In some aspects conflict proves beneficial for the employees' work performance e.g. task conflict. Conflict is also known as inevitable for firm and social life. In intra group conflicts there are two dimensions; task conflict and relationship conflict.

### *Task conflict*

It means the disagreement, difference of opinion and contrasting argument of staff while working in organizations. There are various types of issues that may occur by task conflict e.g. major decisions, policies, rules and regulations, expectations and work load of extra periods. You can see that disagreement among workers will generate task Conflict but it is also vital for survival and creativity, and learning. Amason (1996) found that there is a positive relationship of task conflict and employees' performance. For every black there is a white, although employee's performance is improved by task conflict but relationship and role conflict impact negatively.

Relationship conflicts have a very positive relation with satisfaction, emotions and team effectiveness (De Dreu, and Van de, 2001). Relationship conflicts create a bad working environment and adversely affect the overall firm's performance (Hackman & Morris, 1975; Wall & Callister, 1995).

### *Role conflict*

It negatively affects the performance of employees. Role conflict is said to exist when there are some important differences among the ratings given for expectations. Most of the institutes now a day are facing the issue of conflict in their organizations. They spend a lot of time to manage conflict and also spend a lot of efforts to remove this severe issue. After seeing this problem the study is design to link theoretical model with qualitative research that how a model be build up to manage this issue of conflict at every level of the organization.

The purpose of my study is to find out how relationship conflict, task conflict and role conflict affects educational institutes performance. Its fact that one can never completely prevent relationship conflict, here we need to know that how relationship conflict effects the employees performance. Because in every sector whether it is service sector or manufacturing sector conflict plays a major role on the overall performance of organizations. The focus of this study is to only concentrate the educational institutions including Universities, Schools, colleges and tuition centers working in Gujrat, Lahore and Faisalabad. Whether there is already a lot of work done in corporate sector but I am trying to apply this with different variables at local level and I hope the research participate a lot. For this I explore some research objectives and research questions that directly relate to my research model.

### **Objectives and Significance**

This study focuses on educational institutions of Gujrat, Lahore and Faisalabad with respect to their employees who are working in these institutions to find out that to what extent employee's performance is affected due to relationship, task and role conflict.

Management makes bold decisions because they know its importance, and having very high impact on their employee's performance. It's a competition era even for educational institutes. Now the question is which type of conflict is beneficial and which is harmful. So the objective of this study is to measure the effect of different types of conflict on employee's performance. The study investigates:

1. To check that relationship conflict affects employee's performance
2. To evaluate the influence of task conflict on employee's performance
3. To verify the impact of role conflict on employee's performance

### **Literature Review**

#### *Relationship conflict*

Most of the researchers classify the conflict into task and relationship conflicts. Relationship conflict occurs when there are some misunderstandings among your feelings or attitude that create tension (Jehn and Mannix, 2001). Conflict is produced due to some interpersonal issues, political norms, values and personal taste (Amason, 1996; De Dreu and Van de Vliert, 1997; Jehn, 1995, 1997a).

Relationship conflict occurs when group members are incompatible with each other related to personal issues i.e. social events and gossips (Amason et al., 1995). Relationship conflict also means that the conflict occurs due to attitudes, values, interpersonal style (De Dreu, Weingart, 2003). Relationship conflict also occurs because of the disliking for one another due to some personal reasons and the disputes as well because of some political views, values and beliefs. Relationship conflict means that people are not focused upon task; they involve in negative emotions and threaten one's self worth and personal identity (Pelled, 1995).

### *Task Conflict*

Jehn and Mannix (2001) said that task conflict occurs when two or more persons disagree about completion of task. Basically it occurs when there is an intra-group conflict. It happens when disagreement within members of a team relating to difference of opinion and ideas. Jehn (1995) defined that, task conflict refers to conflict on ideas and opinions about facts among the group members. Task Conflict is the result of disagreement about allocation of funds, implementation of policies and decisions about procedures (De Dreu et al., 2003). Simply you can said that task conflict occurs when there are disagreements over how to complete a task. Jehn (1994) said that task conflict can help in overall increase in team performance. Simons & Peterson (2000) argue that task conflict helps in effectiveness of decision making. There are some studies that found that there is a positive correlation between task conflict and employees performance (Jehn, 1994). Kurtzberg and Mueller (2005) found a positive relationship between task conflict and individual creativity. (Tjosvold, 1991) argues that task conflict contribute to better team decisions and performance because of broadened sources of information, multiple type of arguments, and in-depth investigation (Baron, 1991; Janssen et al., 1999; Jehn, 1995; Schweiger et al., 1989; Simons and Peterson, 2000). Usually task conflict motivates people to share knowledge with others.

### *Role Conflict*

The divergent and often incompatible goals within the organizations frequently result by ambiguous role expectations and role conflict among individuals. In complex organizations individuals are constantly exposed to a variety of expectations from both themselves and others according to their organizational roles. Kahn et al. (1964) have introduced a theory of role conflict which sees stress resulting from incompatible expectations and unclear expectations. (Rizzo, House, and Lirtzman, 1970) supported the Kahn et al. theory and also found with the help of available data that there is a negative relationship between role conflict or role ambiguity and job performance. Incompatibility towards goals is the absence of clear role expectations or standards by which performance is to be evaluated.

Researchers have found that role conflict is the most commonly examined source of work stress (Jackson & Schuler, 1985), and have severe effects on employee work performance (Kahn & Byosiere, 1992). Lazarus (1966) and McGrath, (1976) found that role conflict tends to reduce the individuals capacity to control their work environment and it also adversely affect the individual's ability to work effectively. Fisher &

Gitelson's (1983) and Jackson & Schuler's (1985) concluded that there is a negative association between role conflict and role ambiguity with the performance of employees.

### *Employees Performance*

When people work together then their social interactions are always concerned with task and relationship related issues (Forsyth, 1983). Employees performance means that your effectiveness towards your goals achievement, having positive or negative attitude.

(Baron, 1991; Roseman et al., 1994) said that previous research shows that there is a negative relationship between relationship conflict and performance outcomes. Relationship conflict is difficult to manage, because of more pressure people leave the organization; mostly it occurs between workers and supervisors. It can reduce creativity, quality and performance of employees. (Jehn, 1994, 1995; Amason, 1996; De Dreu & Van de, 1997; Friedman & Currall & Tsai, 2000; Michael et al., 2001; Passos & Caetano, 2005). Relationship conflict creates tension among group members that negatively effects on team performance by breaking the professional relations. (Hackman & Morris, 1975; Wall & Callister, 1995). If the conflict is continuously occurring in the organization then it creates nervousness, rivalry and stress among the employees, which reduces the performance of employees in the organization (Pondy, 1967). Relationship conflict adversely affects the performance of teams and it breaks personal and professional relations and also produces tension between team members (Hackman & Morris, 1975; Wall & Callister, 1995). Relationship conflict creates unfavorable working environment and impact adversely on working conditions.

The previous studies show that there exists not a very strong relationship between role conflict and Job Performance. Many researchers think that role conflict and role ambiguity also affects job performance. Some further proposed that if the role stress and role conflict exists at the workplace then the employees may find it more difficult to function effectively.

### **Conceptual Framework**

Employees' performance was the dependent variable for this study. The dependent variable was measured by 5 point likert scale. There are three independent variables in this study relationship conflict, task conflict, role conflict. The research study investigates the impact of above three independent variables on dependent variable.

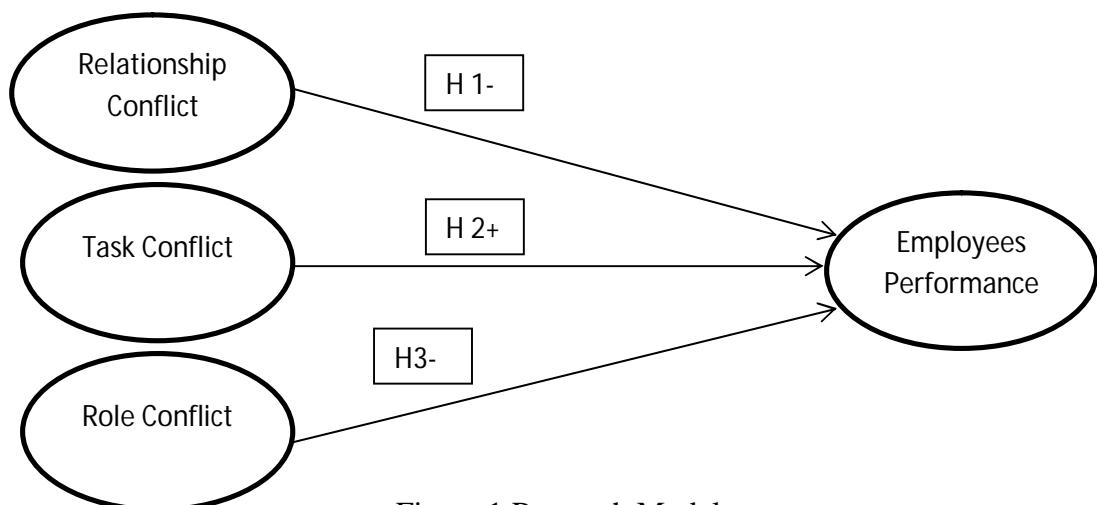


Figure 1 Research Model

### Research Hypothesis

The existing literature provides strong support as regard to negative impact of relationship and role conflict on decisions, individual's performance and satisfaction of the employees. Based on above literature review, the following hypotheses are being developed.

H1: Individual performance effectiveness will be reduced as relationship conflict increase simultaneously.

H2: Individual performance effectiveness will be increased as role conflict exist at workplace

H3: Individual performance effectiveness will be reduced as role conflict increase simultaneously

### Research Design and Methodology

#### *Sampling Frame and sample size*

In this study, the target market is the educational institutions of Gujrat, Lahore & Faisalabad. Survey will be conducted to find out input from approximately 200 employees of different educational institutions, out of which 158 employees respond and used in research. The nature of population that I targeted in my research paper will be the peer group and specifically the lecturers in the educational sector of Gujrat, Lahore & Faisalabad. The sample size for the study was 250, because of time and resources constraints.

#### *Data Collection*

The primary instrument for data collection is a self-administered questionnaire, which contains close ended questions. A Likert scale is a common type of scale that was used in this research.

## Results and Interpretations

To evaluate the study reliability, correlation and regression test was applied and also calculate p values. There are 158 employees in which 69% males and 31% are females from different educational institutions who participated in this research. Through regression test, R Square relationship of independent variable was analyzed. By applying reliability test Cronbach Alpha's value was analyzed. Impact of independent variable over dependent variable was measure through beta coefficient. To evaluate the relationship of independent and dependent variables correlation test was analyzed and also to measure the relative importance p values was taken. To calculate all results Statistical package for Social Sciences (SPSS) was applied.

Table I: Values of Cronbach Alpha

Sr. No.	Variables	Cronbach Alpha	No. of Items
1.	Relationship Conflict	.654	5
2.	Task Conflict	.393	5
3.	Role Conflict	.632	5
4.	Employees performance	.676	7
5.	Whole Questionnaire	.678	23

Consistency check, which is commonly expressed as Cronbach Coefficient Alpha (Cronbach 1951) is a popular method. Unlike test retest for stability and alternate form for equivalence, only a single test is needed for estimating internal consistency. In spite of its ease of computation, misconceptions and misapplications of Cronbach Coefficient Alpha are widespread. As describe in the table, the values of Relationship, Role and employee performance are very near to 0.7 which is acceptable range. The value of Task conflict is under highly un-acceptable range showing a negative sign. As explain by the figures, a highly consistency among the variables is present except Task Conflict.

Table 2: Values of Pearson Correlation Correlation

	Employee's performance	Role conflict	Task conflict	Relationship conflict
Employee's performance	1			
Role conflict	-.415**	1		
Task conflict	.248**	-.326**	1	
Relationship conflict	-.240**	.081	.038	1

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The above table shows a relationship among the variables. The relationship is measure by using the quantity called Pearson's correlation. This tool is used for calculating as data is at continuous (scale/interval/ratio) level, data values are

independent of each other; i.e., only one pair of readings per participant and a linear relationship is assumed when calculating Pearson's coefficient of correlation observations are random samples from normal or symmetric distributions. The values show a high level of correlation among the variables except a high level of negative relation of role conflict with the others. This explains that as long as the role conflict among the teachers increases their performance within the institute also goes up.

Table 3: Model Summary

R	R square	Adjusted R square
.483a	.233	.218

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	<b>Regression</b>	556.956	3	185.652	15.609	.000 <sup>a</sup>
	<b>Residual</b>	1831.652	154	11.894		
	<b>Total</b>	2388.608	157			
a. Predictors: (Constant), Role Conflict, Relationship Conflict, Task Conflict						
b. Dependent Variable: Employee Performance						

According to the above Table, the ANOVA test proved that there is no possibility of getting zero values for all regression coefficients of variables or there is a possibility that at least one regression coefficient will get more than a zero value. The ANOVA test shows that the model has the possibility of predicting overall employee performance with high significance level since the P-value is (0.000).

Table 5: Coefficients

	Beta	t	Sig.
<b>Constant</b>		11.691	.000
<b>Relationship Conflict</b>	-.217	-3.061	.003
<b>Task conflict</b>	.142	1.892	.060
<b>Role conflict</b>	-.351	-4.685	.000

According to table 4.3d, the test result proves that employee performance has a significant negative relationship with Relationship conflict and role conflict. The regression coefficient of employee performance is 0.483 and the P-value is (0.000). According to the test result, role conflict can be recognized as a significant factor in predicting employee performance but has no possibility of getting zero regression

coefficients. The regression coefficient (0.483) means that employee performance will increase by +0.483 for each one level increase in role conflict.

## Conclusion

The study investigated the effects of relationship, task and role conflict on employee's performance. Our findings suggest that individually perceived task conflict is positively related to employees performance, and relationship and role conflict is negatively related to employee's performance. It is important for the organization, and especially for the human resource department in the organization that they must educate their employees about conflicts, there type and conflicts management styles so that conflict can be handled at the initial stages. Otherwise the performance of the employees will surely be affected. For better performance of the employees, collaboration and harmony are important elements. Researcher believes that by applying the results of this study, organizations may improve the performance of the employees, as well as the organization.

## Limitations and Directions for Future Research

There are several limitations that are noted with the aim to provide better future suggestions. One possible concern is, my sample size is limited that's why I cannot generalize my findings. Future research needs to extend our findings in more representative samples. Another is I just focus services sector and especially educational institutions in my research and ignores the manufacturing concerns, in future research should be considered for manufacturing sector. I can extend my research by evaluating the interplay effect of task, relationship and role conflict but due to the time constraints I do narrow down my research. In my research I just focus the lectures and ignore the HOD's Associate professors, Assistant professors and Professors. Instead of all these limitations, I believe that my findings are equally acceptable in every cultural context and also in manufacturing sectors.

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